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# SOCIAL IMPACT OVERVIEW

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UPDATED DECEMBER 2020



## AS AMERICA'S DINER,

we love to feed people's bodies, minds and souls. We bring joy and comfort in many ways, with the common thread being our dedication to giving back to the communities in which we serve.

Our mission is to leave the world in a better place than we found it and that longstanding commitment is reflected in our company's rich history, in our plans for the future and in the actions we take today. To focus our efforts, we've identified five pillars to guide our social impact work:

**FAMILY AND COMMUNITY**  
**FOOD**  
**DIVERSITY**  
**OUR PEOPLE**  
**THE ENVIRONMENT**

Whether we're working with No Kid Hungry to end childhood hunger in America, making the dream of college education a reality through our Hungry for Education scholarship program or taking our Mobile Relief Diner into the field to help people impacted by natural disasters, our commitment to giving back will never waver.

Similarly, we will never stop investing in our planet and our people. We have made great strides to reduce energy and waste and will continue dedicating resources to make our business more sustainable. While we take care of our community members, we also take care of our own. We offer tuition reimbursement, best-in-class leadership and training programs and access to our POWER Fund which exists to help employees in need get through challenging times.

True social impact requires an absolute commitment to diversity, equity and inclusion (DEI). DEI has been a core part of our business strategy for over 25 years. We are proud of our workforce diversity, our \$2 billion supplier diversity program and the programs available to our employees, including Business Resource Groups, our new DEI Council and several partnerships with DEI leaders across the country, but we know there is always more work to be done. Our goal is to continue to be a model DEI organization, and we'll work towards that goal with purpose and transparency.

We are America's Diner and we're proud to make a difference where we live and work.



**John C. Miller**

Chief Executive Officer



# WE LOVE TO FEED PEOPLE™

Denny's is America's Diner, a place shaped by a simple philosophy: We Love to Feed People™. This is our purpose, what drives us, and it serves as the resounding rallying cry throughout the Denny's organization—from team members in-restaurant to those working in our corporate office. Denny's isn't just a place to feed people's appetites—we feed our guests' lives by providing a place to share great conversations, a chance to get together with family and friends, and a place that feeds the body and spirit of anyone who comes through our front doors.



## FAMILY AND COMMUNITY

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## FOOD

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## DIVERSITY, EQUITY & INCLUSION

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## OUR PEOPLE

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## THE ENVIRONMENT



## FAMILY AND COMMUNITY

Denny's is more than just a restaurant; it's a home away from home. We are at the center of communities, giving back to local and national organizations that impact children and families. Whether it's providing a comforting meal or offering assistance during a crisis, Denny's is where everyone is treated like family.

### NO KID HUNGRY®

Today, one in four children face hunger. Denny's partners with No Kid Hungry to end childhood hunger by ensuring kids get the food they need.



90 MILLION MEALS FOR HUNGRY CHILDREN SINCE 2011

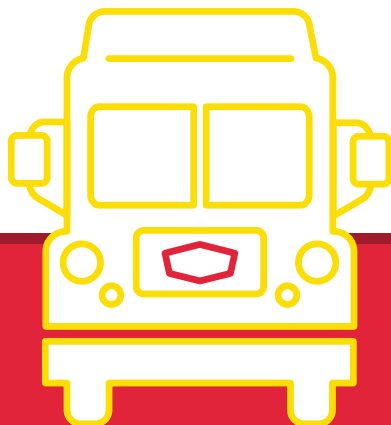
### ST. JUDE CHILDREN'S RESEARCH HOSPITAL®

Denny's partners with St. Jude Children's Research Hospital to raise awareness and provide financial support towards cures for childhood cancers and sickle cell disease. Denny's is making a donation with every kid's entrée purchased from the new Kids Menu, which features original artwork by current St. Jude patients.

### MOBILE RELIEF DINER

With every deployment, our 53-foot Mobile Relief Diner visits local communities devastated by natural disaster emergencies to offer a free, freshly-cooked pancake breakfast with bacon, coffee and water. To learn more and stay updated on the current location of the Mobile Relief Diner, follow us on Twitter [@DennysMRD](#).

OVER  
**30,000**  
MEALS SERVED



Denny's and its franchisees support numerous charities in their local markets to improve the health and well-being of the communities we serve.

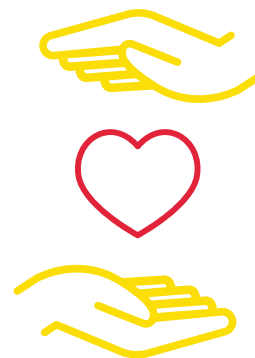
### CORPORATE OUTREACH

At its corporate headquarters in Spartanburg, SC, Denny's has donated more than \$1.7 million over the past eight years to the United Way of the Upstate and helped fund the construction of 10 Habitat for Humanity homes.



### FRANCHISEE OUTREACH

Denny's franchisees donate their team's time, food and funds to numerous organizations like Cookies for Kids Cancer, Susan G. Komen Race for the Cure, Make-A-Wish Foundation, Lost in the Line of Duty, Ella's Tea Party and the San Antonio Fiesta Medal Festival.





## FOOD

Denny's loves to feed people! Our guests can feel great about the food we serve in our restaurants, deliver to their homes, or provide through convenient curbside pick-up. We are committed to serving quality food, without sacrificing flavor or value, while maintaining strong routine food safety and cleaning standards that have always met or surpassed all guidelines.

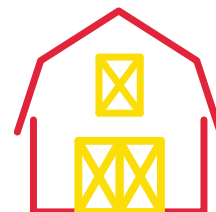
### SUSTAINABLE SUPPLY CHAIN

Our vendor procurement program is rigorous, requiring vendors to meet or exceed all food safety standards. At Denny's, one of our top priorities is working in partnership with our suppliers to promote the best responsible sourcing.



### ANIMAL WELFARE AND SUSTAINABLE PRODUCTS

Denny's has been committed to quality food and a true diner experience for more than 60 years. We work with supply chain partners who are as invested as we are in reducing their environmental impact, sourcing beef, pork, chicken and eggs from suppliers that follow our humane animal welfare policies.



### EGGS

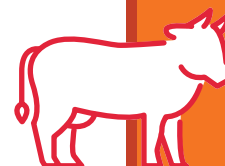
In 2016, Denny's proudly announced its pledge to source and serve:

**100%**  
**CAGE-FREE EGGS**  
BY 2026



### CATTLE

We continue to emphasize our purchase preference with suppliers who use polled breeding stock versus the practice of dehorning cattle.



### HOGS

Since 2012, our goal has been to source our pork from suppliers that do not use gestation crates for the housing of sows.



### CHICKENS

Denny's understands the issues surrounding the welfare of broilers in the supply chain and stands in support of the humane treatment of animals. By 2026, Denny's is committed to the transition to strains of birds that demonstrate higher welfare outcomes that meet the criteria of the RSPCA Broiler Breed Welfare Assessment Protocol or Global Animal Partnership (GAP).

### TURKEYS

Since 2011, we have been using suppliers that practice the most humane slaughter method (CAK) and have proudly received recognition from PETA for our commitment.



### RESPONSIBLE USE OF ANTIBIOTICS

Denny's supports the responsible application of antibiotics for the sole purpose of maintaining animal health managed through veterinary oversight. Additionally, Denny's has committed to eliminate the use of medically-important antibiotics in all chicken served at Denny's U.S. locations, effective with purchases beginning March 1, 2019.



# DIVERSITY, EQUITY & INCLUSION

We have a culture that embraces openness for all people, ideas and perspectives. Denny's commitment to diversity starts at the highest levels with our board and franchisees and is carried through our team of cooks, servers, hosts, managers and suppliers. At Denny's, our commitment to diversity does not end here: we are invested in young people and in creating education and scholarship opportunities for diverse and disadvantaged students.

## BY THE NUMBERS

We strive for our Denny's team to be as diverse and inclusive as the guests we serve every day.

### TEAM MEMBERS:



**65%**  
PEOPLE OF COLOR

### FRANCHISEES:



**49%**  
MINORITY-OWNED



**5%**  
LGBTQ-OWNED

### BOARD OF DIRECTORS:



**44%**  
PEOPLE OF COLOR



**33%**  
WOMEN

## CEO ACTION FOR DIVERSITY AND INCLUSION

This initiative is the largest CEO-driven business commitment to advance diversity and inclusion in the workplace. Denny's CEO, John Miller, pledged his support of the initiative in July 2017, ensuring the brand's diversity and inclusion efforts are an ongoing focus throughout the organization.



## ZERO-DISCRIMINATION POLICY

Our stated policy at Denny's is that we don't discriminate against team members, guests, applicants or business partners under any circumstances.

## SUPPLIER DIVERSITY

Since 1993, Denny's has spent more than \$2 billion with diverse and disadvantaged businesses and continues to identify additional businesses through organizational partners and community outreach.



**\$2 BILLION**

SPENT WITH DIVERSE & DISADVANTAGED BUSINESSES SINCE 1993

## HUNGRY FOR EDUCATION SCHOLARSHIP PROGRAM

Launched in 2011, the Hungry for Education Scholarship program has awarded almost 500 scholarships worth more than \$1 million to deserving elementary, high school and college students across the country.



## SPONSORSHIPS AND PARTNERSHIPS

Our holistic, 360-degree strategic plan includes the sponsorship of cultural events that include music, film, television and awards shows, celebrating the full multicultural tapestry of American life and arts.



## EDUCATION, AWARENESS & INSIGHT

Denny's employees annually participate in various cultural celebrations for the purpose of functional team building, organizational partnership and community engagement.



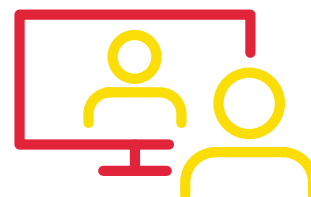


## OUR PEOPLE

Denny's believes opportunities thrive every day in our restaurants. It's inherent in our values, the benefits that we provide for our team members, and our commitment to make a difference in our local communities. This is rooted in our belief that it is possible to do well in the world, and in business.

### BREAKTHROUGH LEADERSHIP

Our Breakthrough Leadership Training and Development program provides Denny's team members with exclusive access to numerous creative and interactive employee engagement curricula, leadership workshops, simulations, games and mobile learning and educational training videos. This unique program helps develop a wide range of skills, including leadership and people management, financial acumen, guest service, inventory management, food preparation and food safety—skills that help workers successfully operate in the restaurant industry.



### TUITION REIMBURSEMENT PROGRAM

Denny's team members are eligible for tuition and education reimbursement.



OF ELIGIBLE EXPENSES REIMBURSED, UP TO \$2000 ANNUALLY

### POWER FUND

Since 2005, Denny's POWER Fund has helped more than 550 employees and their families with donations totaling over \$750,000. Supported through individual and corporate donations, the POWER Fund is primarily funded through Denny's corporate and franchise employees.

DONATIONS TOTALING OVER

**\$750,000**



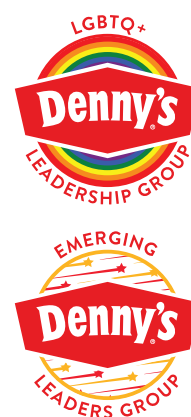
### DIVERSITY, EQUITY AND INCLUSION (DEI) COUNCIL

The DEI Council collaborates on initiatives designed to increase and strengthen our brand reputation, guest satisfaction and market share. The council consists of 10 cross-functional members representing various positions throughout the Denny's organization, who serve as ambassadors, bridge builders, data collectors, educators, accountability partners and champions of DEI.



### BUSINESS RESOURCE GROUPS (BRGS)

Denny's BRGs were developed for Denny's corporate employees to provide encouragement and an enhanced sense of belonging through informal mentoring, professional and community events and access to personal and professional development and growth opportunities.





# THE ENVIRONMENT

Denny's has a responsibility to protect the planet by continuously looking for ways to decrease energy consumption and reduce waste. We do this in numerous ways, from investing in ENERGY STAR certified equipment, low-flow plumbing fixtures, recyclable packaging and using energy efficient lighting.

## LIGHTING

100% of Denny's corporate restaurants and new greenfield locations are retrofitted with LED fixtures that consume less energy.

Additionally, the corporate office in Spartanburg was outfitted with LED lights.



**REDUCTION IN  
ELECTRICITY USAGE  
IN CORPORATE  
RESTAURANTS**



**REDUCTION IN  
ELECTRICITY USAGE  
IN CORPORATE  
OFFICE**

## WASTEWATER

In our restaurants, we have implemented a program that allows restaurants to safely shut off costly cook's line "dipper wells" without compromising food safety standards.

WE SAVE



PER RESTAURANT

## NATURAL GAS

Within company restaurants, Denny's has lowered the amount of dekatherms since 2017 year over year—using an estimated 1,700 dekatherms of natural gas and 337,000 kWh from non-renewable sources.



## PACKAGING

Denny's has replaced all Styrofoam food packaging with Talc-Filled Polypropylene (TFPP) packaging. Denny's is also currently eliminating the use of Styrofoam cups. The company headquarters estimates it saves about 13 miles worth of cups a year (approximately 9.5K cups).

WE SAVE



## RECYCLING

Recycling is highly encouraged throughout our corporate office and all restaurant locations. At the corporate office, we recover approximately 1,400 lbs. of organic material each month, including plastics, aluminum, paper and cardboard waste. And while restaurant locations do not generate hazardous waste streams, approximately 13.75% of non-hazardous waste is diverted to recycling.

WE RECOVER



**1,400 LBS OF ORGANIC MATERIAL  
EACH MONTH**



SEE YOU AT

